



SCOTTISH EXECUTIVE

Health Department

Dear Colleague

NATIONAL HAND HYGIENE CAMPAIGN FOR SCOTLAND: LOCAL HEALTH BOARD CO-ORDINATOR – JOB DESCRIPTION AND FUNDING

My [letter of 18 October \(CNO\(2006\)1\)](#) outlined the background to and key elements of the national hand hygiene campaign for Scotland, which is currently being developed by Health Protection Scotland. It advised that each NHS Board would be expected to employ a Local Health Board Co-ordinator (LHBC) from December 2006 until the end of March 2008 to facilitate the implementation of the campaign locally and outlined the funding to be provided from the Scottish Executive Health Department's HAI budget to support this post.

I attach a job description (Annex A), which has been drawn up for the LHBC. Although this is a management position, with a strong emphasis on project leadership and management, a background in infection control or in a clinical area (for example as a G Grade nurse) may also be an advantage. The post has been graded nationally at Agenda for Change Band 7. You may wish to consider this as a secondment opportunity with the individual transferring on their existing salary. Each Board will need to complete sections 4 and 5 of the job description before the post is advertised. As stated in my previous letter, **NHS Boards should have the LHBC in post no later than the end of December 2006.**

If you have any queries about the job description or filling the post, please contact Simon White, who is the Campaign's Project Manager at Health Protection Scotland. Once you have filled the post, please inform Simon and provide him with contact details for the post holder.

Similarly, if you are experiencing any difficulties, please let Simon know as soon as possible.

From the Chief Nursing Officer

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20 November 2006

CNO(2006)2

For action

Chief Executives, NHS Boards
Chief Executive, Scottish Ambulance Service
Chief Executive, Golden Jubilee Hospital
Chief Executive, Scottish National Blood Transfusion Service
Chief Executive, State Hospitals Board for Scotland

For information

Infection Control Managers
Directors: Health Facilities Scotland, NHS Education for Scotland, NHS Health Scotland and Health Protection Scotland
Directors of Finance, NHS Boards
Nursing Directors, NHS Boards
Directors of Public Health, NHS Boards
Medical Directors, NHS Boards

Further Enquiries:

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Funding enquiries:

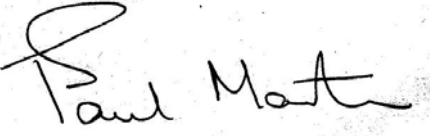
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Funding for 2006/07 will be paid to Boards within the December funding allocation, with funding for 2007/08 being paid within the April 2007 allocation. A table of payments is attached at Annex B. Funding for 2006/07 is pro-rata from December 2006 to March 2007 and includes some funding for set-up and implementation costs. Please contact Duncan Clark if you have any questions about the funding arrangements. Funding will be allocated on the understanding that the posts will be filled within this financial year and according to the given timescales. Any remaining funds (i.e. those not taken up by employment costs) must be spent on activities relating to the implementation of the local hand hygiene strategy.

Should Health Protection Scotland require specific information, the Board's Infection Control Manager will be contacted in the first instance, until the LHBC is in post.

This letter has been copied to Infection Control Managers.

Yours sincerely

A handwritten signature in black ink that reads "Paul Martin". The signature is written in a cursive style with a large initial 'P'.

PAUL MARTIN
Chief Nursing Officer and Interim Director for Workforce

JOB DESCRIPTION

1. JOB DETAILS

Job Title: Local Health Board Co-ordinator (LHBC) for National Hand Hygiene Campaign

Immediate Senior Officer/Line Manager: Infection Control Manager (or HDL (2001) 10 Manager)

Department(s):

Division:

Job Reference:

2. JOB PURPOSE

- To lead and manage the development and implementation of a local strategy, flowing from the national hand hygiene campaign, to deliver improvements in hand hygiene practice within the NHS Board.
- To promote good hand hygiene practice to staff, patients and visitors within Healthcare settings in the NHS Board.
- To undertake, and co-ordinate the undertaking of, Hand Hygiene audits within the NHS Board using the Audit Tool developed and issued by the Hand Hygiene Project.
- To act as a central liaison point for all local queries regarding the Hand Hygiene Project, liaising closely with the HPS Project Team to ensure consistency across NHS Scotland.
- To ensure national campaign materials are implemented and refreshed as expected within the local NHS settings.

3. DIMENSIONS

This post is a management post, with an emphasis on project leadership and management. However, given the nature of the work, a clinical background may prove useful.

The post holder will be responsible for providing a range of data to the central Project Team based within Health Protection Scotland (HPS) including the results of a baseline audit of Hand Hygiene Compliance as well as future Hand Hygiene Audits.

The post holder will be responsible for communicating progress on the Implementation of the campaign to senior managers within their NHS Board.

The post holder has responsibility for any allocation of funds for special projects and any staff allocated to these, as appropriate

4. ORGANISATION CHART

NHS Board to insert organisational structure showing how this post links to the Infection Control Manager and ultimately the responsible Director on the Board.

5. ROLE OF THE DEPARTMENT

In October 2005 the SEHD confirmed that it would undertake a national hand hygiene campaign involving NHSScotland and members of the public. The campaign has two objectives – firstly to improve hand hygiene practice and reduce avoidable illness among the general public and secondly to improve hand hygiene practice among staff, patients and visitors to prevent and control the spread of HAI within the NHS in Scotland, thus improving patient and staff safety and NHS efficiency.

The project is being co-ordinated by a team in Health Protection Scotland.

NHS Board to insert the remit and responsibilities of the role of the Infection Control Manager

6. KEY RESULT AREAS

1. To develop, implement and manage a local strategy which details the activities to be undertaken to improve hand hygiene practice within the NHS Board. This plan will be fully developed within one month of taking up post using an Implementation Framework developed by the national campaign and will cover activities up to March 2008 and proposals for sustaining hand hygiene improvements beyond this point.
2. To develop arrangements to promote good hand hygiene practice to staff, patients and visitors within healthcare settings in the NHS Board and in particular to:
 - gain an understanding of existing local hand hygiene and HAI initiatives to ensure that activities undertaken as a result of the national project compliment these where possible;
 - link into available guidance, training, expertise and good practice;
 - establish and co-ordinate a network of staff utilising any existing expertise (e.g. Cleanliness Champions);
 - ensure there is consistency and transparency in the local activities underway within each NHS Board;
 - develop and maintain a distribution network to ensure that the materials developed by the national campaign are implemented and refreshed on a regular basis within the agreed healthcare settings and are visible to the intended audiences;
 - develop and implement a process to deal with any enquiries regarding hand hygiene either from staff, patients, visitors or the general public;
 - develop and maintain a communications network with colleagues who have an involvement or interest in hand hygiene such as Ward Sisters/Charge Nurses, Cleanliness Champions and Infection Control Teams, and be able to provide details of the training available to staff on hand hygiene.
3. To establish and maintain systems to evaluate and monitor the effectiveness of the hand hygiene campaign:
 - to implement within the Board the Audit Tool developed and agreed by the national campaign. The frequency of national audits will be agreed with the Scottish Executive Health Department;
 - to co-ordinate initial and ongoing hand hygiene audits, ensuring deadlines are met by co-ordination of his/her own workload relative to the project milestones.
 - to collate and feed back data on compliance from the audits to staff, managers and the national campaign.
 - to advise on and support local staff to develop and implement measures to improve hand hygiene in any area demonstrating low compliance.
4. To project manage the implementation of the local strategy, including to:
 - provide progress reports to the Infection Control Manager and the national campaign on progress against the Local Implementation Plan;
 - attend Local Health Board Co-ordinator meetings arranged by Health Protection Scotland on a quarterly basis;
 - act as a central liaison point between the NHS Board and the HPS Project Team to ensure knowledge of progress on the national campaign is provided to the Board;

- provide details of the volume of materials required within the NHS Board area.

5. To establish and maintain effective communications and partnerships with non-NHS organisations to achieve wide dissemination of messages to the public. This might include local authorities, the voluntary sector (e.g. patient groups) and the independent sector (e.g. the Care Sector).

7. ASSIGNMENT AND REVIEW OF WORK and DECISIONS AND JUDGEMENTS

The post holder will report directly to the NHS Board Infection Control Manager (or HDL(2001)10 Manager where no ICM is yet in post) and will liaise with the Project Team in HPS on a regular basis.

The post holder will lead the development and implementation of the local strategy, taking into account the national framework and views from colleagues, and ensure agreement and sign off with the Board's senior management team. He/She will work closely with colleagues to increase hand hygiene awareness, improve practice and secure ownership of this issue within healthcare teams. Work is reviewed through regular communication and meetings and via formal 6 monthly appraisals. This is a key role with a high degree of autonomy and the post-holder will be expected to manage his/her own workload and use his/her initiative and discretion when planning and prioritising work. A high degree of organisation, motivation, a methodical approach to work and excellent communication skills are, therefore required. The post holder is managed by the Infection Control Manager and has a formal annual Performance Appraisal and six monthly mid-term review.

8. COMMUNICATIONS AND RELATIONSHIPS

Internal

The post holder will be expected to work closely with the local Infection Control Team, as well as with key groups of staff, such as Ward Sisters/Charge Nurses (who are responsible for hygiene and cleanliness on the ward) and local managers within the Board. He/she will also communicate on a regular basis with staff from many disciplines (eg medical, nursing, ancillary, and scientific staff) at all levels within the Board who will contribute to short and long term planning and support implementation. He/She will require highly developed influencing and communication skills in dealing with a range of different staff and grades, including senior managers and directors, to ensure buy-in and ownership.

External

The post holder will liaise widely with Local Health Board Co-ordinators from other NHS Boards, patients and visitors. Communications with local stakeholders, including local public and patient involvement forums will be crucial in ensuring that the project is successful. The post holder will establish strong communications with non-NHS stakeholders to ensure awareness of the Project activities at a local level and, if appropriate, provide presentations to non-NHS groups to help raise awareness of hand hygiene issues. At this level the post holder will be expected to promote the campaign and collaborate with professionals in the field of HAI and wider public health. Contact with other collaborating institutions, organisations, groups and individuals both at local and national levels. Presentation of campaign objectives and implementation will be given to large groups of clinical staff. These will require high level interpersonal and communication skills.

9. MOST CHALLENGING PARTS OF THE JOB

Developing strategies to help change working cultures so that staff take ownership and good hand hygiene practice comes to be seen by NHS Employees as an integral part of their job.

Facilitating change at all levels within healthcare settings to ensure that hand hygiene practice is demonstrably improved and that there is an positive impact on patient safety.

Helping patients and visitors to understand that they have a role in preventing the spread of infections, and educating them as to what this role involves.

Managing a workload, which often involves working to tight timescales controlled by external factors, while maintaining an objective, positive and non-confrontational approach at times of extreme work pressure and stress. Sensitively dealing and negotiating with stakeholders who feel pressurised by the requirements/deadlines of the campaign.

10. SYSTEMS

Responsibility for the collection of local Hand Hygiene Audit data

Population and quality assurance of data within the databases

Processing data capture forms

Patient Administration System (PAS)

Infection Control Surveillance System (IC-Net)

National Electronic e-library

Digital Camera and Software

Overhead and Digital Projectors

Cleanliness Champions Registration Officer

Telecommunications Systems

11. PHYSICAL, MENTAL, EMOTIONAL EFFORT

Physical:

The post is primarily office based with a frequent requirement for concentration with long periods using VDU and keyboard on most days. There are regular visits to external sites for meetings, audits etc., which necessitate driving throughout the NHS Board area. This also necessitates carrying computerised equipment and paper files to locations across the NHS Board. The post holder will also be required to check campaign materials such as posters to ensure they have been implemented and may be required to implement these in certain areas.

Mental:

Extended periods of concentration are required on a daily basis with the requirement for speed and accuracy and change from one activity to another as required. Unpredictable interruptions are a regular daily feature of the post. Expected to meet demands at short notice in response to requests for information and working to very tight deadlines. Public speaking when delivering training sessions and presentations.

Emotional:

Frequently required to deal with challenging situations where there can be significant barriers to communication especially when dealing with very sensitive information eg when dealing with medical and nursing staff in when auditing their practice/environment. The workload often involves working to tight timescales controlled by external factors. Required to maintain an objective, positive and non-confrontational approach at times of extreme work pressure and stress.

12. ENVIRONMENTAL/WORKING CONDITIONS & MACHINERY AND EQUIPMENT

Continuous use of VDU in and NHS Board workplace setting.

The work will be primarily based within the remit of the local Infection Control Manager and will be subject to the disruptions and hazards commonly or occasionally found in the ward setting. This includes, but is not limited to, a noisy and cramped work environment, and frequent contact with patients who may have an HAI.

13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB

The person will:

- be educated to degree level or equivalent in a healthcare related field;
- have at least 5-6 years experience of working in a management/clinical role within a health related environment;
- have experience of managing and co-ordinating large projects;
- have a good understanding of audit tools and techniques, and their application to improving practice;
- have experience in the use of Microsoft Office applications.

The person will need to demonstrate/evidence the following:

- Effective leadership skills with the ability to create and lead a clear common purpose across different teams.
- Experience of project management and co-ordination across several sites with good knowledge of techniques

for planning and monitoring projects.

- Ability to work to tight deadlines and on own initiative.
- Excellent written and oral communication skills.
- Ability to influence a range of NHS Staff including ward staff and senior managers and work with them to seek innovative solutions to politically sensitive and highly patient focussed problems. This includes a range of professionals and disciplines, for example, Chief Executives, Senior Managers, Nurses, Doctors, domestic staff, Infection Control staff, Operational Managers.
- Experience of audit or surveillance techniques and a clear understanding of its use as a means of improving practice.
- A knowledge of and commitment to HAI and hand hygiene issues – a professional qualification or completion of the Cleanliness Champions Training Course, for example.
- Ability to work with and influence non-NHS stakeholders, including members of the public, visitors and patients.
- Experience of and a commitment to implementing change.
- Sound knowledge and experience of NHS departments and organisations.
- Team worker.

14. JOB DESCRIPTION AGREEMENT

A separate job description will need to be signed off by each jobholder to whom the job description applies.

Job Holder's Signature:

Date:

Head of Department Signature:

Date:

HR Department will check job description format and content and then send the job description to the AfC Team

HR Representative's Signature:

Date:

FUNDING ALLOCATIONS

NHS BOARD	AMOUNT 2006/07	AMOUNT 2007/08
Full time posts		
NHS Ayrshire and Arran	£25,000	£50,000
NHS Borders	£25,000	£50,000
NHS Dumfries and Galloway	£25,000	£50,000
NHS Fife	£25,000	£50,000
NHS Forth Valley	£25,000	£50,000
NHS Greater Glasgow and Clyde	£25,000	£50,000
NHS Grampian	£25,000	£50,000
NHS Highland	£25,000	£50,000
NHS Lanarkshire	£25,000	£50,000
NHS Lothian	£25,000	£50,000
NHS Tayside	£25,000	£50,000
Scottish Ambulance Service	£25,000	£50,000
Part time posts		
NHS Orkney	£12,500	£25,000
NHS Shetland	£12,500	£25,000
NHS Western Isles	£12,500	£25,000
Golden Jubilee	£12,500	£25,000
Support for awareness raising activities		
State Hospital Carstairs	£6,000	£12,000
Scottish National Blood Transfusion Service	£6,000	£12,000